COMMUNITY RESILIENCE PANEL FOR BUILDINGS AND INFRASTRUCTURE SYSTEMS

DRAFT CHARTER AND BYLAWS

Prepared for:

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Executive Summary

The Community Resilience Panel for Buildings and Infrastructure Systems (Panel) is a forum to achieve broad stakeholder collaboration and consensus around goals and actions needed to achieve community resilience and to derive benefits from that improved resilience.

The mission of the Panel is to improve the resilience of communities by considering the adequacy of codes, standards, guidelines, best practices, and other tools that enhance the performance of the buildings and infrastructure systems that support the social functions of communities. The Panel will provide an open process for stakeholders to participate in the ongoing development, coordination and harmonization of community resilience guidance. Most of this activity will occur throughout the Panel's eight standing committees:

- Buildings and Facilities Committee
- Communication Committee
- Data, Metrics and Tools Committee
- Energy Committee
- Policy Committee
- Social and Economic Committee
- Transportation Committee
- Water and Wastewater Committee

The standing committees will inform the development of important reference materials necessary to implement communities' resilience plans. Additional standing committees and working groups as deemed appropriate.

The Panel will also evaluate existing metrics and standards to determine where improvements can be made to enhance resilience. Members will review case studies, recommend practices, propose action plans and coordinate or accelerate the associated plan activities, for achieving community resilience goals.

The Panel will also develop and maintain a Resilience Knowledge Base (RKB) in partnership with other stakeholders. The RKB is a publicly accessible repository of information to support communities interested in enhancing their resilience. Information in the RKB will include best practices, case studies, guidance documents, tools, potential solutions, and other informative reference materials.

The Panel will be managed and guided by the Community Resilience Panel Coordinating Committee (CRPCC) that approves and prioritizes work, and coordinates the efforts necessary to carry out its planned activities. The CRPCC's responsibilities include facilitating dialogue with standards development organizations and communities to support the proposed plans.

A NIST contractor will serve as the Panel Administrator to review Panel documents and products approved by the CRPCC, add the contractor's own technical expertise to these deliverables, report on the Panel's activities, and ensure that all Panel work products are publicly available.

The Panel will be dedicated to balancing the needs of a variety of resilience related organizations. Anyone can become a member of the Panel. Members are required to declare an affiliation with an identified Stakeholder Category. Organizations may contribute multiple members, and each member will be eligible to vote. Members must participate regularly to retain the eligibility to vote on the work products of the Panel.

The CRPCC will include at least one member from each Stakeholder Category, the chair from each standing committee, several "at large" members, and ex officio members. New CRPCC members are recommended by the Policy Committee and approved by the Panel as a whole. The appointment terms of CRPCC members are staggered to ensure regular turnover and continuity.

The Panel Charter provides the high-level perspective of the purpose, mission, and organization. The Bylaws describe the roles, responsibilities, policies and procedures that govern the operation of the Panel, in a manner that is consistent with the Panel Charter.

Please Note: This document is a DRAFT work in progress created for the purpose of consideration and input by the Community Resilience Panel. Your feedback is very important and will assist in the creation of the Panel.

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1. CHARTER

1.1. Panel Purpose and Scope

The National Institute of Standards and Technology (NIST) will support a contractor to administer and convene the Community Resilience Panel for Buildings and Infrastructure Systems (Panel), as identified in the President's Climate Action Plan of June 2013.[1] The Panel is a forum to achieve broad stakeholder collaboration and consensus around goals and actions needed to achieve community resilience and to derive benefits from that improved resilience. The Panel will engage and connect stakeholders[2] by creating a process to encourage and support community resilience and raise awareness of dependencies among buildings and infrastructure systems and the social systems they support.

The Panel will identify policies and important reference materials that may be used to facilitate community resilience, as well as gaps and impediments to achieving it. The Panel will consider the adequacy of standards, guidelines, best practices, and other tools in order to recommend, develop, and work with others to make enhance the resilience of communities. The Panel develops products, including, but not limited to identifying gaps and needs to codes and standards bodies, Case Studies, and a Resilience Knowledge Base (RKB). It will also inform the development of the Community

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[1] The President's 2013 Climate Action Plan:
   https://www.whitehouse.gov/sites/default/files/image/president27sclimateactionplan.pdf.

[2] Stakeholders are defined as persons, groups, and organizations that have a general interest in community resilience

Resilience Planning Guide for Buildings and Infrastructure (Guide) and the Community Resilience Implementation Guidelines (Guidelines).

The Panel will not write or publish documentary standards. The Panel is not a government organization. The Panel is not an advisory committee under the Federal Advisory Committee Act (5 U.S.C. App.) and will not provide consensus advice to NIST or any other Federal agency. The Panel will not design, promote or sell products or technologies suggested by its deliverables.

1.1.1. Authority

The Panel under the authorities set forth in 15 U.S.C. 272(b)(10), (c)(12) and (c)(15).

1.1.2. Panel Mission

The mission of the Panel is to improve the resilience of communities by considering the adequacy of codes, standards, guidelines, best practices, and other tools that enhance the performance of the buildings and infrastructure systems that support the social functions of communities.

1.2. Panel Objectives

The Panel will enhance the resilience of communities by fostering stakeholder collaboration and consensus through the following activities, that include, but are not limited to, stakeholder recruitment and engagement, review of guidance materials, Priority Action Plans, and development and maintenance of a Resilience Knowledge Base, including dissemination of case studies and best practices.

The Panel will enlist involvement from a broad selection of stakeholders to participate in all activities that address the needs of communities.

1.2.1. Comprehensive Guidance Materials

The Panel will identify or develop consistent definitions and metrics relating to resilience across disciplines to ensure consistency in support of its mission. The Panel will contribute to current and future community resilience guidance documents (including the Guide and Guidelines) and criteria for other reference materials based on the current environment.

1.2.2. Priority Action Plans (PAPs)

The Panel will establish effective channels of communication for internal and external purposes. The Panel, through its committees will develop PAPs that may include reference materials to inform Panel priorities. The Panel will reach out to stakeholders to gather input to support the development of the PAPs.

1.2.3. Knowledge Transfer: Resilience Knowledge Base

The Panel will distribute the results of its efforts and other useful information through the RKB, which will be located on the publicly available Panel website: www.CRPanel.org. This resource will provide ready access to information content generated by the Panel or approved for RKB inclusion by the Panel. The Panel will develop criteria for content inclusion into the RKB and establish a system for selecting and organizing the RKB. A variety of work products, public documents and professional conference presentations and publications will be available on this site, including but not limited to:

1) Information that will help communities identify their current level of resilience, prioritize their activities and determine what strategies to implement in order to meet their community resilience goals, including incentives for adoption.
2) RKB content as a resource for community resilience products.
3) Case studies, examples and expert guidance to illustrate the context of technical analyses and recommendations that the Panel relies upon to identify needed priority actions and informative reference materials.
4) Data, collected by the Panel, to enhance the accuracy of community resilience models.
5) Essential information about all Panel activities and products.

1.3. Panel Principles

In order to most effectively accomplish the Panel mission, Panel will adhere to the basic principles of openness/transparency, stakeholder balance, consensus, and harmonization.

1.3.1. Openness/Transparency

The work of the Panel, including the Community Resilience Panel Coordinating Committee (CRPCC) and all standing committees and working groups (described in Section 1.6) will be made available to the public as follows:

a) All meetings will be open to the public.
b) All Panel meeting minutes, products, and information concerning their development will be publicly available on the Panel website: www.CRPanel.org.

1.3.2. Balance

The CRPCC and the standing committees will be organized on the principle of inclusive representation across all relevant stakeholder categories (defined in Section 1.4). Balance shall be maintained for all votes of the Panel, consistent with the provisions of the Bylaws.

1.3.3. Consensus

Consensus is a core value of the Panel. The processes of the Panel, as described in the Bylaws, will cover the activities and actions of the CRPCC, the standing committees, and the working groups. Chairs will ensure consideration of all views, proposals and objections, and endeavor to reconcile differing views to the extent practical.

Consensus, which is defined in OMB Circular A-119 as general agreement, but not necessarily unanimity, and includes a process for attempting to resolve objections by interested parties, as long as all comments have been fairly considered, each objector is advised of the disposition of his or her objection(s) and the reasons why, and the consensus body members are given an opportunity to change their votes after reviewing the comments.

The Panel, including the CRPCC and all standing committees and working groups, will make decisions that are supported by the available information and to document opposing views or abstentions in writing. The achievement of consensus will be based on thorough examination of issues, including the discussion of dissenting opinions and the resolution of disagreements.

1.3.4. Harmonization

The Panel process will encourage harmonization to avoid gaps or conflicts among informative reference materials, guides, codes, regulations, and standards. Decisions will reflect stakeholder perspectives and effectively respond to regulatory, environmental and market/economic reasons, as well as technological capabilities to achieve community resilience. The Panel will develop definitions and terms to facilitate consistency in communication and foster mutual understanding among all stakeholder categories. The Panel will adopt and adhere to a procedure to resolve conflicts and address differences.

1.4.   Panel Membership

Panel membership is open to all persons interested in community resilience. All Panel members must self-identify a stakeholder category.

1.4.1. Stakeholder Categories

The stakeholder categories include:

- Buildings (including, but not limited to, representatives from building construction and safety, education and research, facility operations and maintenance, insurance and reinsurance, and standards development organizations)
- Civil Services / Infrastructure (including, but not limited to, representatives from energy, communications, transportation, and water/wastewater systems, insurance and reinsurance, community

planning, education and research, facility operations and maintenance, and standards development organizations)
- Social and Economic Functions (including, but not limited to, representatives from business and industry, relief services, vulnerable populations, public health & healthcare, education and research, insurance/reinsurance and community social institutions)
- Governance (including, but not limited to, representatives from Federal, Tribal, Regional, State and Local Governments, education and research, and Community Planning)

1.5. Administrator

The Administrator (refer to the Bylaws Section 2.1.3) will review CRPCC documents and products for consistency with the Bylaws, report on progress and ensure that all CRPCC products are openly available.

1.6. Community Resilience Panel Coordinating Committee

The Community Resilience Panel will be managed and guided by a Coordinating Committee (CRPCC) that approves and prioritizes work and works with the Administrator to arrange for the resources necessary to carry out plans. The CRPCC will act as a gatekeeper between the Panel and the standing committees.

Figure 1 illustrates the Panel activities process. The CRPCC will provide guidance to the Panel, including activities, direction, and informative reference material that will facilitate achieving the goals of the Panel.
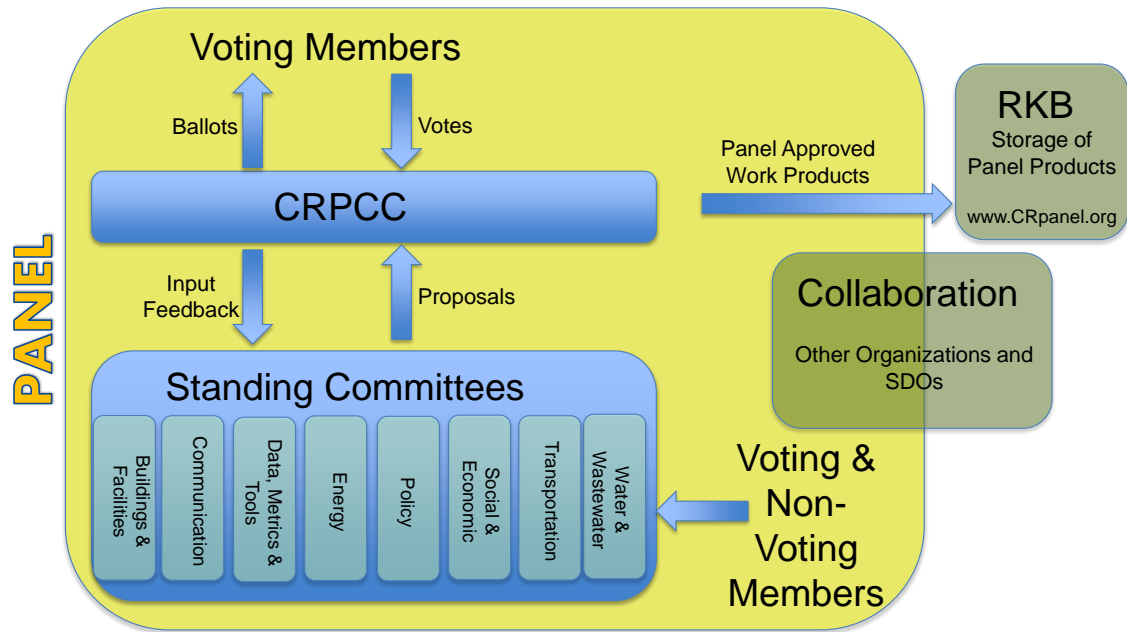
Figure 1. Panel Process

1.6.1. *CRPCC Responsibilities*

The CRPCC's responsibilities to the Panel will include:

a) Providing recommendations to the Panel for final approval.
b) Providing a due process and a means of appeal that will allow members to propose work directly to the Panel in the event that a work product does not gain approval from the appropriate standing committee.

The CRPCC's responsibilities to the standing committees will include:

a) Approving the standing committees' activities
b) Creating, dissolving, and combining standing committees.
c) Creating joint working groups to resolve conflicts and address interdependent issues amongst standing committees.
d) Facilitating coordination among standing committees.

1.6.2. CRPCC Activities

To accomplish its goals, the CRPCC will:

a) Provide guidance to the Panel and the standing committees;
b) Approve PAPs proposed by the standing committees;
c) Approve all Panel governing documents and operating procedures;
d) Review and recommend to the Panel products for inclusion in the RKB;
e) Recommend creation or dissolution of multi-discipline, dependency and working groups;
f) Harmonize work products and processes, as appropriate;
g) Develop a conflict resolution procedure, and implement as needed.

1.6.3. CRPCC Membership

The composition of the CRPCC is intended to reflect the breadth of stakeholder interests. As a result, the CRPCC will include:

- Panel/CRPCC Chair
- Panel/CRPCC Vice-Chair
- Panel/CRPCC Secretary
- One representative from each stakeholder category (see Section 1.4.1)
- One representative from each standing committee
    - The standing committee chair may self-select or may select another standing committee member.
- Four at-large representatives

1.7. Panel Standing Committees

The Panel will develop work products through standing committees. Additional committees may be established as necessary by the CRPCC. The Standing Committees will be responsible for creating and maintaining the necessary documentation and organizational framework for their topic areas, such as discipline-specific risk assessments, prioritizations and informative references and gaps for Panel-recommended guidance.

- Buildings and Facilities
- Transportation
- Energy
- Communication
- Water and Wastewater
- Social and Economic

In addition to the six discipline-specific committees, there shall be a committee on:

- Policy
- Data, Metrics, and Tools.

1.7.1. Data, Metrics, and Tools Committee

The Data, Metrics and Tools Committee will be responsible for creating and refining the necessary data, metrics, and tools for community risk assessment, prioritization, modeling, and testing, for Panel-recommended activities and outcomes.

1.7.2. Policy Committee

The Policy Committee will be responsible for selecting all Panel leadership nominees, as well as amending the Panel Charter and the Panel Bylaws. This committee reviews and selects nominations to ensure there is a balance of stakeholder interests. This committee nominates CRPCC members and standing committee Chairs, Vice Chairs and Secretaries for confirmation by the Panel. Initially, the Administrator will administer the leadership nomination process, including the call for candidates, nomination schedule, and adherence to the Panel principles of openness/transparency, balance, consensus, and harmonization.

2. BYLAWS

The Bylaws describe the roles, responsibilities, policies and procedures that govern the operation of the Panel. The Bylaws are consistent with the Panel Charter, which provides the high-level perspective of purpose, mission, and organization.

All materials relating to the Panel operation and work product will be made publicly available at the Panel website: www.CRPanel.org.

2.1. Panel Roles and Responsibilities

The Panel membership will be open to all interested individuals. The Panel will have a balance of interests. Participants from diverse interests are sought with the objective of achieving balance and collaboration; therefore, Panel members must self-identify with one, and only one, stakeholder category. The stakeholder categories are:

- Buildings (including, but not limited to, representatives from building construction and safety, education and research, facility operations and maintenance, insurance and reinsurance, and standards development organizations)
- Civil Services / Infrastructure (including, but not limited to, representatives from energy, communications, transportation, and water/wastewater systems, insurance and reinsurance, community planning, education and research, facility operations and maintenance, and standards development organizations)
- Social and Economic Functions (including, but not limited to, representatives from business and industry, relief services,

vulnerable populations, public health & healthcare, education and research, insurance/reinsurance and community social institutions)

- <u>Governance</u> (including, but not limited to, representatives from Federal, Tribal, Regional, State and Local Governments, education and research, and Community Planning)

2.1.1. Panel Membership

The Panel will have three (3) classes of members: Voting Members, Non-Voting Members, and Ex Officio Members. The term 'Panel member' is refers to someone in any of the three classes of members.

2.1.1.1. Voting Members

Voting members, who will commit to participating in the work of the Panel, will have the following rights and obligations:

a) The right to propose action items.
b) The right to participate in the Panel process and to contribute to the overall direction of the Panel through active participation in committees, or other Panel working groups as may be established from time to time to address specific issues.
c) The right to vote on proposed Panel documents or other work that is proposed. Each Voting member will be allocated one (1) vote on Panel matters. Voting rights will vest once a Voting member has attended two consecutive meetings (i.e., that Voting member will be eligible to vote after having attended two consecutive meetings). Voting rights will be deactivated if a Voting member has missed two consecutive meetings (whether face-to-face or virtual), or not responded substantively to two consecutive requests (within a 12-month period) for document review and comment. The secretary for the Panel or Standing Committee that is meeting will keep attendance records for that meeting.
   o Exception: All Voting members attending the first three Panel meetings will have the right to vote at each of those meetings. Thereafter, paragraph (c) will take effect.
d) The obligation to make their attendance at Panel meetings known to the Secretary.
e) The obligation to review Panel documents and to provide comments when requested by a committee chair.
f) The obligation to commit to participate in specific Priority Action Plans (PAPs), as appropriate.

2.1.1.2. Non-Voting Members

Non-Voting members may attend Panel meetings and may read and comment on Panel working documents and may participate in the work of the Panel. Non-Voting members, however, will not have the right to vote on Panel matters.

2.1.1.3. Ex Officio Members to the CRPCC

Ex Officio members to the CRPCC are the Administrator, the NIST Representative, members emeritus, and other members of key government agencies both invited by the CRPCC or the Administrator and confirmed by the CRPCC. With the exception of the Administrator and the NIST Representative, Ex Officio members may also be Voting Members and have the right to vote on proposed Panel documents or other work that is proposed. Each voting Ex Officio member will be allocated one (1) vote on Panel matters, for which he or she is eligible to vote. Voting rights will be activated once an Ex Officio member has attended two consecutive meetings. Voting rights will be deactivated if an Ex Officio member has missed two consecutive meetings (whether face-to-face or virtual), or not responded to two consecutive requests (within a 12-month period) for document review and comment.

2.1.1.4. Withdrawal

Panel members may voluntarily withdraw from the Panel at any time by stating their intention in writing to the Panel Secretary.

2.1.1.5. Recusal of Members

If a voting member has a conflict of interest of the Panel, the member is obligated to recuse himself/herself. In addition, any member of the Panel, including Panel or committee chairs, may request that another member recuse himself/herself if a conflict of interest may exist.

2.1.1.7 Assurance of Balance

A stakeholder category representation includes all Voting members who have selected that Stakeholder Category as their primary interest. No stakeholder category may represent greater than 49% of the voting members for Panel voting. This helps to ensure that no single stakeholder category dominates the process or is favored over another among competing interests.

In the event that greater than 49% of the voting members are from one stakeholder category for a given vote, the votes of that stakeholder category shall be normalized to represent 49% of the vote.[3]

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[3] The factor to be applied to each minority stakeholder group is equal to 51 divided by the sum of the original percentages within each minority stakeholder group. For example, if the distribution of votes from the four stakeholder groups is 63%, 20%, 14% and 3%, the votes within each stakeholder group will be renormalized to 49%, 28%, 19%, and 4%.

Exception: The CRPCC, standing committees, and working groups are not subject to the requirement for normalization. The standing committees and working groups will include the appropriate expertise necessary to effectively accomplish their resilience objectives.

2.1.2. Panel Leadership

Panel Chair:

a) The Panel Chair will be the candidate receiving the greatest percentage of the vote of the Panel.
   o Exception: The Panel Chair will be appointed by the Administrator for the first term to begin the Panel's operation. Successive Chairs will be elected by receiving the greatest percentage of the vote of the Panel.
b) Duties. The Chair will facilitate Panel and CRPCC meetings. The Chair will be responsible for establishing meeting schedules, agendas, business to be conducted, and coordinating the speakers to lead presentations and discussions. The Chair will manage disputes, and will be responsible for fostering an open, professional atmosphere at Panel and CRPCC meetings and events. The Chair will be responsible for assigning and tracking Panel and CRPCC action items and issues.
c) Term of Service. The Chair will serve a two-year term; the Chair may be re-elected by the CRPCC for one additional consecutive two-year term. The Chair may serve no more than two consecutive terms. The Chair may serve multiple non-consecutive terms. If the Chair is unable to complete his/her term of office, the CRPCC will select a successor until an election by the Panel can occur. The Panel Chair will have the authority to table or terminate discussion, call for affirmation of consensus, mediate with dissenting parties or recommit a matter to committee for further action.

Panel Vice Chair:

a) The Panel Vice Chair will be the candidate receiving the greatest percentage of the vote of the Panel.
   o Exception: The Panel Vice Chair will be appointed by the Administrator for the first year to begin the Panel's operation. Successive Vice Chairs will be elected by a majority vote of the Panel.
b) Duties. The Vice Chair will support the Panel Chair in performing the Panel Chair's duties, and ensure that Panel and CRPCC meeting minutes, notes, and other meeting artifacts are posted and available to Panel members. The Panel Vice Chair will serve as Chair at meetings that the Chair cannot attend.
c) Term of Service. The Vice Chair will serve a two-year term; the Vice Chair may be re-selected by the Panel for one additional consecutive two-year term. The Vice Chair may serve no more than two consecutive terms. The Vice Chair may serve multiple non-consecutive terms.

Panel Secretary:

a) The Panel Secretary will be the candidate receiving the greatest percentage of the vote of the Panel.
- o Exception: The Panel Secretary will be appointed by the Administrator for the first year to begin the Panel's operation. Successive Chairs will be elected by a majority vote of the Panel.

b) Duties. The Panel Secretary will be responsible for recording attendance, and minutes.

c) The Panel Secretary will provide proposed additions and deletions to the Resilience Knowledge Base (RKB) to the Administrator for posting upon approval of the Panel.

d) Term of Service. The Secretary will serve a term of one year and may not serve for a second consecutive term.

2.1.3. Administrator and Support Resources

The role of the Administrator is as follows:

- The Administrator will arrange human and financial resources in support of Panel strategies, policies and practices. This includes:
  - o Maintaining the Panel website,
  - o Scheduling and arranging meetings,
  - o Interacting with other organizations as requested by the CRPCC, and
  - o Performing other activities needed by the Panel or the CRPCC.

The Administrator will initially be selected as a NIST contractor, operating under an agreement from NIST that provides sufficient funds to support its required activities. The Administrator will be an ex officio member of the CRPCC.

2.1.4. Meetings and Decision Making

Except as otherwise noted, the Panel, CRPCC, and all standing committees will meet and make decisions as follows:

a) Meetings and decision-making will be presided over by the respective Chairs.

b) Formal discussion and decision-making procedures will follow Robert's Rules of Order Newly Revised.[4]

c) The Panel and the CRPCC will each meet at least two times per year.

d) Draft minutes of meetings will be distributed to the participating members for comment and revised as necessary; the minutes will be approved by a simple

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[4] *Robert's Rules of Order Newly Revised*, 10th edition, Perseus Books Group, Cambridge MA, 2000
http://www.robertsrules.com/

majority of the participating members. Minutes will be made publicly available on the Panel website as soon as possible after a particular meeting.

e) Decisions may be reached by face-to-face meeting, teleconference, electronic communication, or any combination of the above.

2.1.4.1. Meeting Place

All meetings of the Members will be held at such place and time as determined by the CRPCC, and the place at which any such meeting will be held will be stated in the notice of the meeting and made publically available on the Panel website.

2.1.4.2. Open Meetings; Notice

Panel meetings will be open to the public, and the meeting minutes will be available to the public on the Panel website at www.CRPanel.org. Meetings of the Panel will be announced not less than 45 calendar days prior to the meeting by email notice to Panel membership and posting on the Panel webpage.

2.1.4.3. Prior Publication and Review of Panel Matters

Announcements of Panel meetings will include the date and time for the meeting, the subject matter, and the agenda. A description of any matter to be put to a vote of the Panel will be included in the meeting notice, including the recommendation of any committee or working group and web links to any working papers. Prior to a formal vote on any matter recommended to the Panel, committee or working group papers and documents will be posted on the Panel web site for public comment for at least a seven (7) calendar day review and comment period.

2.1.4.4. Attendance

In-person attendance at Panel meetings is an obligation of membership. For the purposes of attendance, "in person" includes face-to-face, teleconference, or video web conferencing. The Panel Secretary will record the presence of each Member at each Panel meeting.

2.1.4.5. Quorum

A quorum of the Panel shall consist of at least ten (10) voting members from each of the four (4) stakeholder groups that were in attendance.

2.1.4.6. Manner of Acting

At a meeting at which a quorum is achieved, the affirmative vote of a majority of the Voting and Ex-Officio members in attendance (see 2.1.4.4) and by proxy will be the act of the Panel.

2.2. CRPCC Roles and Responsibilities

2.2.1. CRPCC Membership

The CRPCC will consist of stakeholder members, including a Chair, Vice Chair, and Secretary. The CRPCC will have the following representatives:

a) One member from each of the four (4) Stakeholder Categories. The CRPCC representative from each Stakeholder Category is elected by receiving the most votes from a ballot voted on by a majority of the Voting Member membership in that Stakeholder Category. The Stakeholder Categories are listed in Section 2.1.
b) The Chairs of the Standing Committees will each be a member of the CRPCC by virtue of his or her being elected or appointed as Chair for so long as he or she remains in such position, or until his or her earlier resignation or removal. A Standing Committee Chair may delegate membership on the CRPCC to another voting member of the Standing Committee.

c) Four "at large" members elected by receiving the most votes from a ballot voted on by a quorum of the Voting members. Criteria for the at large members will be prescribed by the Panel Chair to the Policy Committee if the Panel Chair determines that the criteria may aid in the balance of the CRPCC in a manner consistent with the Panel Principles (see Charter).
d) The NIST Representative and the Administrator will serve as ex officio, non-voting members of the CRPCC. Additional ex officio or emeritus members may be invited by the CRPCC or the Administrator and confirmed by a majority vote of the CRPCC.

2.2.2. Selection of CRPCC Members

2.2.2.1. Selection of CRPCC Voting Members

2.2.2.1.1.   Call for Candidates

When one or more seats become open on the CRPCC, the Chair will request that the Administrator launch a Call for Candidates as follows:

a) The request will indicate the number of member seats to be filled and will provide guidance on specific candidate attributes that may be needed to fulfill CRPCC requirements for skills, experience, geographic and cross-discipline representation.
b) Any Panel Voting member may submit a recommendation in response to the Call for Candidates, with the exceptions noted in paragraph (c).
c) For Stakeholder Category positions, only members of that Stakeholder Category may recommend a candidate for the open position.

Exception: for the initial CRPCC, the Administrator will launch the Call for Candidates.

2.2.2.1.2. Policy Committee

Establishment of the Policy Committee members:

a) The Policy Committee will consist of ten (10) members.
- o Seven (7) Policy Committee members, who reflect a balance of stakeholder categories and will be selected based on their experience, their contributions to the Resilience Community, their history of a balanced approach to addressing community resilience issues.
- o Three (3) Policy Committee members selected from the CRPCC.

b) The Administrator will propose candidates for open positions on the Policy Committee. The Policy Committee will be subject to approval by a vote of the CRPCC according to the normal decision-making process, with nominated CRPCC members abstaining.
- o Exception: For the initial CRPCC composition, the Administrator will assume the responsibilities of the Policy Committee.

The Policy Committee will evaluate responses to the Call for Candidates against the following desired attributes:

1) Visionary Capability: CRPCC Members are capable of understanding and contributing to the multi-disciplinary aspects of Community Resilience and the specific goals of the Panel mission.
2) Team Effectiveness: CRPCC Members are capable of working effectively as a team within the scope of the CRPCC.
3) Outreach: CRPCC Members are able to relay and leverage CRPCC messages through the stakeholder community, contributing to underlying consensus building goals of the Panel.
4) Recognition: CRPCC Members are recognized experts in their technical fields of endeavor.
5) Commitment: Members are committed to contributing time and effort to CRPCC activities.

2.2.2.1.3. Preparation of a Slate

a) The Policy Committee will verify the eligibility of candidates, including their ability to fulfill the requirements of the open seats.
b) The Policy Committee will select a slate of candidates from the pool of eligible candidates corresponding to the requirements for vacant seats.
c) Whenever possible, there will be at least two and no more than six candidates on the slate for each open position.
- o Exception: for the initial CRPCC, the Administrator will develop a slate of all eligible candidates from all candidate nominations received during the Call for Candidates.

2.2.2.1.4. Confirmation of a Slate

a) The Policy Committee will present the slate before the CRPCC.

b) Except for the nominations of the initial CRPCC, the CRPCC will vote to accept or reject the slate or individual nominees within the slate, as appropriate. Individual nominees may be rejected by the CRPCC if they do not meet the eligibility criteria, they do not fulfill the desired attributes described in 2.2.2.1.2 or the criteria for at large members defined by the Panel Chair, or they are otherwise not able to fill the open position for which they are nominated.

c) Cause for rejection will be clearly stated so that the Policy Committee may propose a new slate or a partial slate.

2.2.2.1.5. Election of CRPCC Members

Election of CRPCC members will be as follows:

a) Only Voting members in a Stakeholder Category may vote for Candidates being elected from that Stakeholder Category.

b) The Chair of a Standing Committee (or designee) will be selected according to their position.

c) All Voting members of the Panel may vote for Candidates being elected for an "at large" position.

d) Should seats remain open at the end of the election process, the Chair may appoint a Voting member to serve until the next Call for Candidates.

e) The candidate with the highest percentage of votes will be elected for each position.

2.2.2.1.6. Ex Officio Members to the CRPCC

Ex Officio members may be nominated by members of the CRPCC, are appointed by the Panel Chair, and are members of the CRPCC.

The following are Ex Officio members of the CRPCC:

a) The NIST Community Resilience Program Representative, who may delegate service on the CRPCC to another NIST employee.

b) The Administrator.

c) Members emeritus, based on their desired attributes, as invited by the CRPCC.

d) Additional ex officio members or emeritus members may be added or removed from the current list through a nomination by the CRPCC Chair and a simple majority vote of the Voting members.

2.2.3. Duties of CRPCC Members

When participating in CRPCC activities, members' primary consideration must be the impact of a CRPCC decision on the public interest.

a) CRPCC Members, with the exception of its Ex Officio members, will serve as individuals and not as representatives of any company, agency, or other organization.
b) CRPCC Members owe no fiduciary duty of loyalty or care to the CRPCC or the Panel.

2.2.4. Terms of CRPCC Membership

Members will be selected according to the procedures defined in Section 2.2.2. The terms of Members are as follows:

a) For the initial CRPCC, the administrator will appoint members to one- or two-year terms, as needed to ensure appropriate stagger in the expiration of appointments. Subsequent members of the CRPCC will serve two-year terms.
b) The start of the membership selection process will occur annually and will be targeted to be in place by January 1.
c) A member starting before July 1 will be deemed to have a term starting on January 1 of that year.
d) A member starting on or after July 1 will be deemed to have a term starting on January 1 of the following year.
e) Member terms will expire on December 31 of their second year. For the initial CRPCC, the terms of one-year Members will expire on December 31 of their first year.
f) There will be no limit to the number of terms CRPCC members may serve, except where limited in other sections of the Bylaws.
g) Mid-term vacancies will be filled as described below and will not affect the CRPCC's ability to make decisions.
h) No new members will be selected during the initial period of the CRPCC ending December 31, 2016, unless required to fill mid-term vacancies.

2.2.5. Terminating Membership

A Member may complete a term, or relinquish membership voluntarily.

a) Upon resignation of a member, a replacement will be chosen by the selection process set forth above at the earliest reasonable opportunity,
b) Should a member become unable to fulfill their commitment, they are expected to vacate their seat.

2.2.6. CRPCC Leadership

The CRPCC Leadership includes a Chair, Vice Chair and Secretary that also serve as the Chair, Vice Chair and Secretary of the Panel at large.

2.2.6.1 CRPCC Meetings and Decision Making

The CRPCC will meet and make decisions in accordance with this section.

2.2.6.2 Meeting Place

The place and time of all meetings of the CRPCC Members will be stated in the notice of the meeting.

2.2.6.3 Open Meetings; Notice

CRPCC meetings and minutes will be open to the public. Face-to-face meetings of the CRPCC will be announced by posting to the public on the Panel Website not less than 45 calendar days prior to the meeting, or no less than seven (7) calendar days prior to teleconference or electronic meetings, by electronic or written notice to CRPCC membership and posting to the public on the Panel website.

2.2.6.4 Prior publication and review of CRPCC matters

Announcements of CRPCC meetings will include the date and time for the meeting, the subject matter and the agenda. A description of any matter to be put to a formal vote of the CRPCC will be included in the meeting notice, including the recommendation of the working group and web links to any working papers. Prior to any formal vote on any matter recommended to the CRPCC, working group papers and documents will be posted on the Panel web site for public comment and at least seven (7) calendar day review and comment period.

2.2.6.5 Attendance

Attendance at CRPCC meetings is an obligation of CRPCC membership. The CRPCC Secretary will record the presence of each Member at each CRPCC meeting.

Every CRPCC Member must make a concerted effort to attend all meetings (face-to-face meetings and teleconferences).

2.2.7. CRPCC Quorum

Seventy-five percent (75%) or greater of CRPCC Members present at a meeting is necessary and sufficient to constitute a quorum for the transaction of business.

2.3. Panel Standing Committees

The CRPCC will establish or abolish standing committees to address cross-discipline group issues or other Panel priority areas.

The Panel will initially maintain the following standing committees:

- Buildings and Facilities
- Communication
- Data, Metrics and Tools
- Energy
- Policy

- Social and Economic
- Transportation
- Water and Wastewater

2.3.1. Standing Committees

The Standing Committees listed in Section 2.3will consist of at least five members per committee, selected by the Standing Committee Chair. The Standing Committees will create and maintain the necessary documentation and organizational framework for discipline-specific risk assessment, prioritization and identification of standards and gaps for Panel-recommended Community Resilience guidance, with the exception of the Policy and the Data, Metrics, and Tools Committees.

The Standing Committee Chairs may serve as members of the CRPCC or may designate an alternate member of the Standing Committee to serve in that capacity. The CRPCC designee must meet the criteria for service on the CRPCC.

The Panel Chair will select the Standing Committee Chairs and Vice Chairs from among the list of candidates for the CRPCC provided by the Policy Committee and submit the selected Chairs to the CRPCC for confirmation.

The Standing Committee Secretaries will be selected by a majority vote of the respective Standing Committees. The Standing Committee Chair, Vice Chair, and Secretary will serve two-year terms, with no restrictions on serving consecutive terms. If the Secretary is unable to complete a full term of office, the Panel Chair will select a successor to complete the term.

Exception: In the first year of the Panel, the Chairs, Vice Chairs, and Secretaries will be selected by the Administrator.

2.4.   Working Groups

Standing Committees may create working groups as deemed necessary to address a specific problem or to produce a specific work product, such as, but not limited to, a PAP, to accomplish its charge. Each working group will elect a Chair responsible for organizing their meetings. They will operate autonomously to achieve their stated goals.

The Chair of a working group will prepare a report on the status, plans, and schedule of the working group for every face-to-face meeting of the Panel and as called upon for teleconference sessions. The Chair of a working group will determine if other leadership positions are necessary and fill those positions by appointment.

The originating body, in consultation with the relevant committees, decides when to disband working groups.

2.5.   Panel Voting

2.5.1. What May Be Voted Upon

Votes may occur on any issues pertinent to the work of the Panel that are presented. A vote will be taken on any official actions of the Panel.

2.5.2. Who May Vote

All members attending the first three Panel meetings will be eligible to vote at those meetings. After that, eligible Voting members may vote.

2.5.3. Voting Process

Decisions will be made through an electronic vote and recorded in the meeting minutes. Votes shall be recorded and made available on the Panel website.

A Standing Committee must vote to pass a measure prior to presenting it to the Panel.

A "No" vote by the CRPCC shall be shared with the Panel as part of presenting the Standing Committees work for a Panel vote.

Should a stakeholder category may represent greater than 49% of the voting members for official Panel actions, normalization procedures will be applied, consistent with the method described in Section 2.1.1.7.

2.5.4. Absence; Restoration of Voting Privilege:

Any voting member who is absent for two consecutive meetings will forfeit the privilege of voting on any matter. The attendance record of Voting members will be kept in a publicly available online database. A Voting member whose voting privileges are suspended will have voting privileges restored after attendance at two consecutive Panel meetings. All Voting members attending the first three meetings are eligible to vote at each of those meetings. Thereafter for the Panel, paragraph 2.1.1.1(c) takes effect.

When making decisions, each Voting member will be afforded one vote.

2.5.5. When a Vote May Occur

Votes may occur at any meeting announced in accordance with these Bylaws and on any matter advertised in the meeting notice.

2.5.6. Record of Voting

A record of voting in accordance with 2.5.10 on all measures requiring a vote will be kept on the website.

Votes may either be

a) "Yes,"

b) "Yes, with comment,"

c) "No, with comment,"

d) or "Abstain, with comment."

All "no" votes must be accompanied by written comments to document why that position was taken and that vote cast.

2.5.7. Requirements for Passing

Except as otherwise required in these Bylaws, greater than fifty percent (50%) of the vote is required to approve a measure. A quorum is described below. "Abstain, with comment" votes are subtracted from the denominator in the percentage approval calculation.

2.5.8. Quorum

A quorum of the Panel shall consist of at least ten (10) voting members from each of the four (4) stakeholder groups that were in attendance. A quorum for the CRPCC shall consist of 75% of members. A quorum for the Standing Committee shall consist of 50% of members.

2.5.9. Voting within a Stakeholder Category

For the election of a CRPCC candidate within a Stakeholder Category, only Voting members within that Stakeholder Category may vote.

Each Voting Member will be permitted to cast one vote.

2.6. Ratification of the Bylaws and Amendments

a) The Panel will be empowered to make, alter, amend, and repeal the Bylaws of the Panel by a vote of the Voting and Ex Officio members, provided that the Panel may not approve any such alteration, amendment, or repeal that would adversely impact the rights of any Panel Member unless such alteration, amendment, or repeal will first have received the approval of seventy-five percent (75%) of the Members as verified by results of electronic voting process. Approved amendments will be effective immediately without any notice period.

b) For the initial Panel, Voting and Ex Officio Members will ratify the Bylaws by simple majority vote.

2.7. Conflict of Interest

Members are obligated to identify situations in which a conflict of interest may arise abstain from official Panel actions accordingly. Concerns may be discussed with CRPCC or the Administrator.

Creating the perception of a conflict of interest should be avoided, even when there is no legal impropriety. Panel members must be sensitive to conflict of interest issues; however, being a Member of the Panel or the CRPCC should not disadvantage an individual or their affiliated organizations.

2.8. Competition

Recognizing that the membership of the Panel will include many members from business organizations that compete directly with one another, normal considerations of appropriate legal boundaries, including antitrust, where appropriate, will be observed.

2.9. Robert's Rules of Order

All questions of parliamentary procedure not addressed in this Charter will be resolved according to Robert's Rules of Order Newly Revised (10th edition).[5] The Panel Chair may select a Parliamentarian to interpret procedural rules and advise the Chair on procedural issues; the Panel Secretary may fill this responsibility.

2.10. Offices

The principal office of the Panel will be located at the office of the Administrator. The Panel may have such other offices as the Panel may designate or as the business of the Panel may require from time to time.

2.11. Reauthorization

The Panel will review and report on its progress at least every three years. If it has not accomplished its purpose, goals and actions needed to achieve community resilience, it will develop modifications to its structure and/or plans, which will be approved by the membership according to the procedures in the Bylaws.

If it is deemed that the Panel should not continue for other reasons, it may disband at the request of the Administrator in consultation with NIST.

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[5] *Robert's Rules of Order Newly Revised*, 10th edition, Perseus Books Group, Cambridge MA, 2000

2.12. Charter Ratification

For the initial Panel, Voting and Ex Officio members will ratify the Charter by simple majority vote.

Amendment of Charter: Once approved, Amendment of the Charter may be accomplished only by a vote of the full Panel. Amendments to the Charter must be proposed and accepted using the following procedures:

a) Publication of a proposed amendment to the Panel Charter to Members by email and posting to the Panel Webpage at least thirty (45) calendar days prior to the date of a Panel meeting or electronic vote;

b) Review by the CRPCC with a recommendation to the Panel endorsing or opposing the Charter amendment; and

c) An electronic vote by the Panel at which voting by a majority of Voting Members is verified by the Panel Chair. Approval of an amendment requires an affirmative vote of 66% or greater of eligible Voting Members voting.

CERTIFICATE OF ADOPTION

The undersigned, being the Secretary of Panel, hereby certifies that the foregoing are the Bylaws adopted by resolution of the CRPCC of the Panel as of _____, 20__ and amended as of _____, 20__.

_____, Secretary

3. ACKNOWLEDGEMENT